
State of Washington
DEPARTMENT OF GENERAL ADMINISTRATION

**Human Resource
Management Report**



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Department of General Administration

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	16.6% = 'Managers'; 8.3% = WMS only	M	WMS control point = 9.3%
% employees with current position/competency description	99.00%	H	See slide 5.
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	44.3 avg days to hire . 9 vacancies filled	M	
Candidate quality ratings ^c	69% cand. interviewed had competencies needed 100% mgrs were able to hire best candidate	M	
Hiring balance (% types of appointments) ^c	38.5% promotional; 30% new hires; 4.2% transfers; 10.6 % exempt; 7.7% other	M	See slide 7.
Number of separations during post-hire review period ^c	0	L	
DEPLOY WORKFORCE			
Percent employees with current performance expectations	87.00%	H	See slide 8.
Overtime usage: (monthly average) ^c	.8 hours (per capita); 39 % of EEs receiving OT	L	
Sick leave usage: (monthly average) ^c	6.4 hours (per capita)	L	
# of non-disciplinary grievances ^c	0 grievances	L	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	87.00%	H	See slide 14.
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	87.00%	H	See slide 15.
Number of formal disciplinary actions taken ^c	4	L	See slide 13.
Number of disciplinary grievances and appeals filed ^c	4 grievances; 0 appeals	L	See slide 13.
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	1.60%	H	
Diversity Profile ^a	37% female; 20% people of color; 83% 40+; 1% with disabilities	H	
Employee survey overall average rating ^d	4.03 GA's average overall survey responses	H	

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Medium

Management Profile

Department of General Administration

WMS Employees Headcount = 54

Percent of agency workforce that is WMS = 8.3%

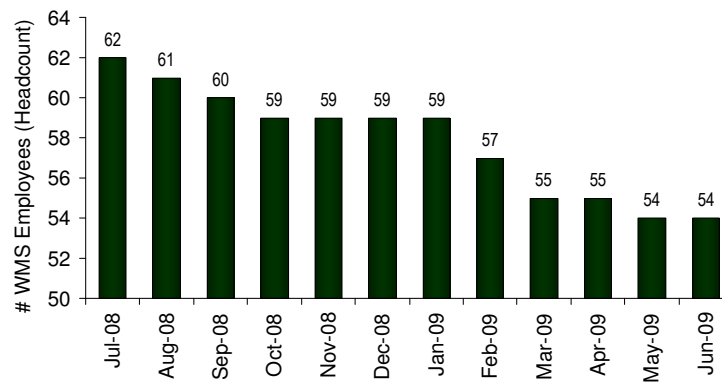
All Managers* Headcount = 108

Percent of agency workforce that is Managers* = 16.6%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

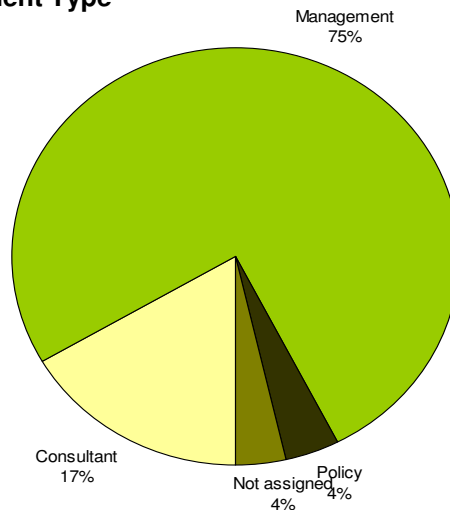
Washington Management Service Headcount Trend

Data Time Period: July 1, 2008 - June 30, 2009



WMS Management Type

Management	41
Consultant	9
Policy	2
Not Assigned	2



Data as of 6/30/2009
Source: HRMS BI

Analysis:

- **WMS Control Point: 9.3**
- There has been a reduction of 9 WMS positions since last year. The reduction reflects a 1% reduction in GA's WMS positions.
- The reductions were due to: 1) retirements; 2) efforts by managers to hold positions open for vacancy savings; and 3) agency hiring controls and state hiring freeze.

Action Steps:

- All requests for WMS positions are carefully reviewed by GA's Director and HR Director. This includes a careful review of all required WMS recruitment plans prior to advertising vacancies.
- GA's internal review and evaluation process will ensure only critical positions are: 1) approved for inclusion in WMS; 2) are approved for recruitment activities; and 3) would also serve as WMS control point monitoring tool.
- As government reform activities and potential consolidations increase, executive management will review the agency's organizational structure and work assignments and align resources as needed to focus on strategic priorities and budget demands.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: High

Percent employees with current position/competency descriptions = 100%*

*Based on 625 of 625 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The percentage of current position descriptions continues to rise. It rose from 92% in 2007 to 96% in 2008. And from 96% in 2008 to 99% in 2009.
- Director Bremer's leadership competencies reissued to all managers and supervisors in March 2009. Leadership competencies include:
 - Customer Focus
 - Communication Effectiveness
 - Performance
 - Adaptability to Change
 - Results Orientation
 - Creativity and Innovation
 - Accountability

Action Steps:

- Executive management expects managers and supervisors to review all position descriptions annually during performance evaluations, at the time of recruitment activities, and/or when there are major changes in responsibilities.
- Executive management expects leadership competencies be included in all manager and supervisor position descriptions and reviewed at least annually.
- In 2009-2010, HR consultants will provide appropriate consultations and training with Program Managers to enhance quality of PDFs and to ensure competencies identified for each position is consistent and aligned with the strategic plan.

Data as of 6/30/09
Source: Agency tracked data

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Medium

Time-to-Hire Funded Vacancies

Average number of days to hire*: 44.3 days

Number of vacancies filled: 9

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 35 Percentage = 69%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 5 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

Analysis:

- The number of days to fill vacancies reduced from 54 to 44.3 days.
- Candidate quality rating captured manually.
- Out of nine recruitments conducted, only five candidate quality surveys were returned to HR.
- The candidate quality rating rose from 46% to 69% .
- Of the five surveys returned, all hiring managers indicated they were able to hire the best candidate for the job.

Action Steps:

- HR designated recruiter will develop strategies to encourage the return of Candidate Quality Surveys.
- HR designated recruiter will begin working with lead support/managers/supervisors to review PDFs to develop recruitment announcements that include position specific competencies aimed to attract well qualified candidates.
- HR designated recruiter updated recruitment information on intranet so that managers and supervisors have best practice information readily available.
- Transition to e-recruiting postponed due to DOP's change to a new hosted recruiting system. RFP in process. New hosted environment expected by July 2010.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

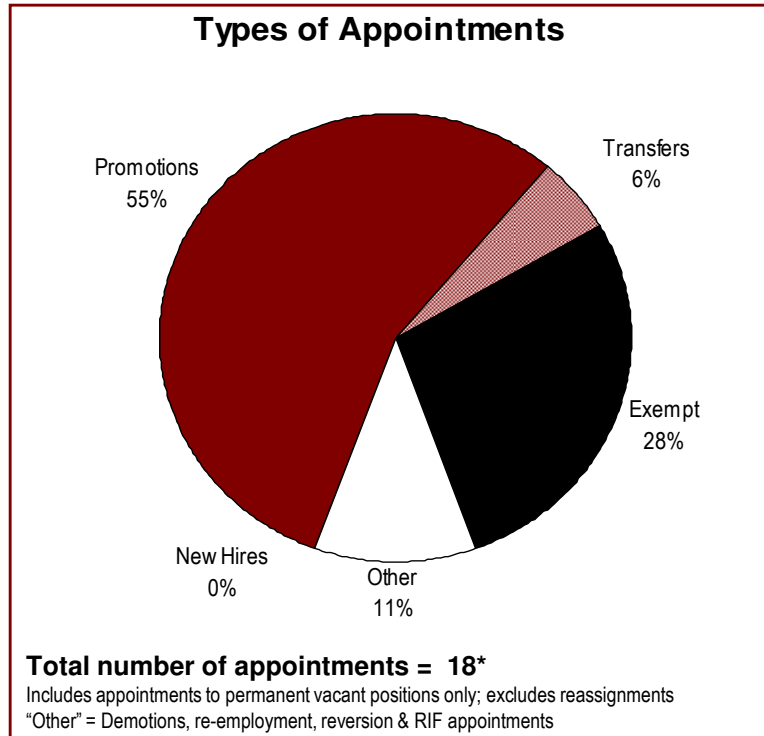
Time-to-hire vacancies
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Medium



Agency Priority: Medium

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations – Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations – Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
Total Separations During Review Period	0

Data Time Period: 7/1/2008 through 6/30/2009
Source: HRMS BI

Analysis:

- This chart does not accurately reflect new hires due to coding issues. These issues resulted in HRMS not recognizing and pulling probationary employee information entered by GA.
- Because the new hires were not recognized appropriately, the corresponding percentages on the “Types of Appointment” chart are not accurate.
- GA hired six new employees during this reporting period, resulting in 30% of the 18 appointments made. With this new information the percentages should be: Promotions - 38.5%; Transfers – 4.2%; Exempt – 19.6%; and Other – 7.7%.
- During the last reporting cycle (7/1/07 – 6/30/08), GA separated 6 employees. For the current reporting period (7/1/08 – 6/30/09), GA did not separate any employee during their review period. This is an indication that GA’s recruitment process is successful in recruiting candidates with the required knowledge, skills, and abilities.

Action Steps:

- HR staff will begin using appropriate coding that will be recognized by HRMS to ensure accuracy of data and this report.
- Managers/supervisors conduct appropriate performance reviews during probationary/trial service periods to provide employees opportunities to correct performance and other behaviors and to ensure employees are successful before gaining permanent status.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 87%*

*Based on 582 of 625 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- 87% of GA employees have current performance expectations on file. This is an increase from 78% to 87% from the previous reporting period.
- This increase may be a result of requiring expectations be submitted along with annual evaluations and the roll-out of an agency wide evaluation tracking system (ETS).
- There is no statewide comparative data for this benchmark.

Action Steps:

- GA's new evaluation tracking system (ETS) will automatically send monthly messages to supervisors with a link to a list of their employees with corresponding evaluation and expectation due dates.
- Program managers are expected to hold their supervisors accountable for timely completion.
- Expectations are required to be submitted with all evaluations. HR will return all performance evaluations to supervisors who have not also submitted new expectations.

Data as of 6/30/09
Source: Agency tracked data

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

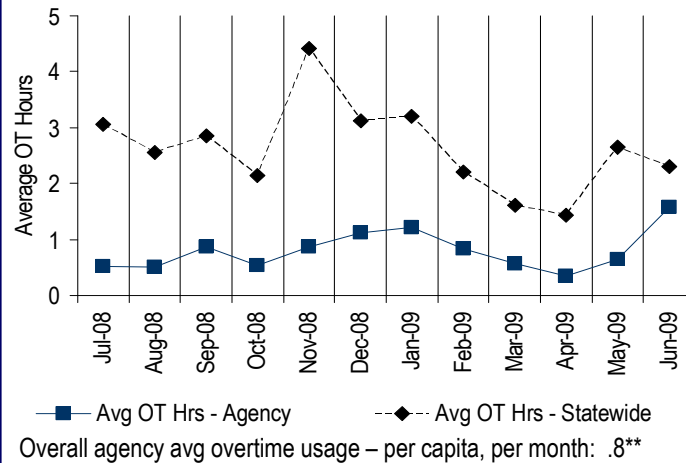
Percent employees with current performance expectations

Overtime usage

Sick leave usage

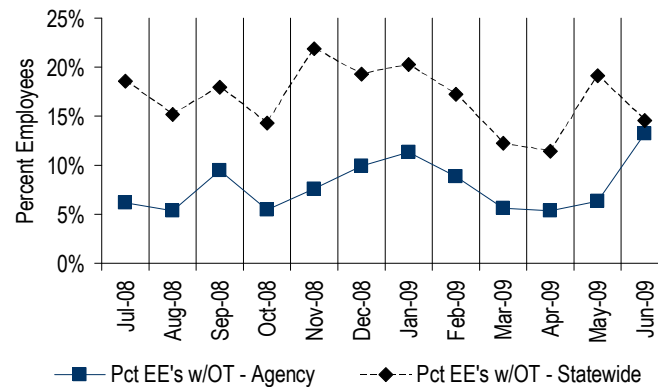
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Average Overtime (per capita) *



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *



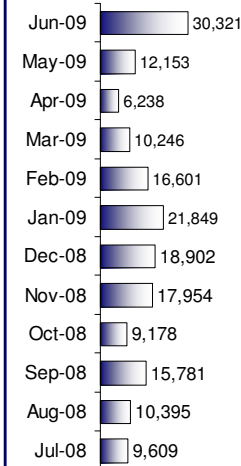
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 7/1/2008 through 6/30/2009

Source: HRMS BI

Overtime Cost - Agency



Analysis: GA overtime usage continues to be lower than the state's average. GA's overtime increased by .5 hrs in comparison to last year. But monthly overtime usage was lower for 9 out of the 12 reporting months.

- The .5hr increase was due to overtime use in January, May, & June 2009 in two programs (CMS and B&G). The hiring freeze had some impact on overtime. But the Insert Unit of CMS was impacted by the increase in statewide filing of unemployment claims. B&G was impacted by the 2009 legislative session & Capitol Lake signage in January; high voltage project and end of biennial work in May and June.
- 39% (248) employees received overtime during the report period.

Action Steps: Monthly overtime information reviewed by Executive Management. Appropriate follow-up conversations w/ program managers to address overtime usage and focus on ensuring overtime use is an absolute necessity.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

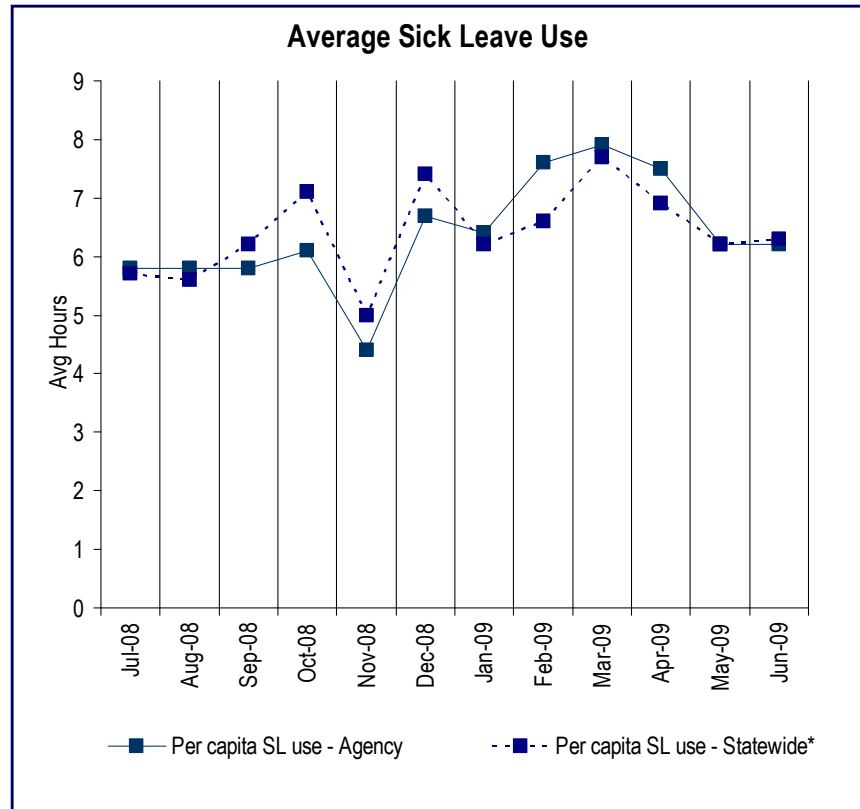
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

Sick Leave Usage



Analysis:

- GA sick leave usage is the same as the statewide average. This represents a .4hr increase in GA's average in comparison to October 2008 sick leave use.
- Program managers are meeting with employees and setting attendance expectations. They are consulting with HR when sick leave abuse is suspected and requiring medical certification for unauthorized absences.

Action Steps:

- Monthly sick leave information reviewed by Executive Management.
- GA's Wellness Committee continues to introduce new programs/avenues to promote employee health and wellness.
- GA is encouraging employees to practice good health hygiene, to get flu shots, and to stay home if they are ill with the flu.
- GA is reviewing COOP plans and asking supervisors and managers to be prepared to continue necessary business functions in case of a flu pandemic or other emergency.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.4 Hrs	273 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 7/1/2008 through 6/30/2009

Source: HRMS BI

Disciplinary Grievances and Appeals

Agency Priority: Low

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

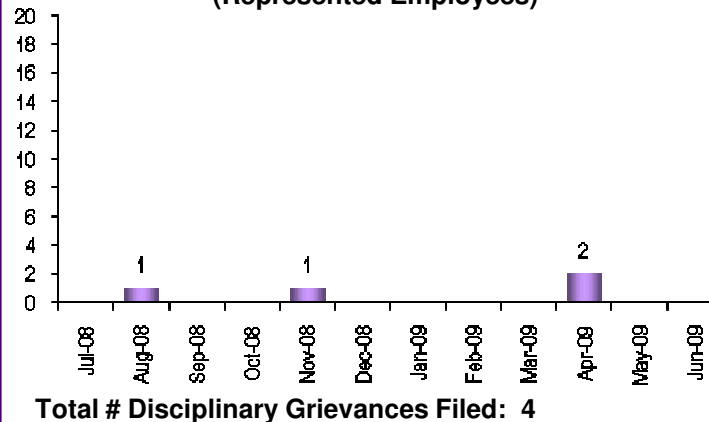
Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 - Dismissal
0 - Demotion
0 - Suspension
0 - Reduction in salary

0 - Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- 8/11/08 – Withdrawn after 3rd level
- 11/12/08 – 10% reduction in pay
- 4/9/09 - Settled
- 4/24/09 - Withdrawn after 1st level

Disposition (Outcomes) of Disciplinary Appeals*

N/A

*Outcomes issued by Personnel Resources Board

Data Time Period: 7/1/08 through 6/30/09
Source: Agency Tracked Data

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Agency Analysis: There were no non-disciplinary appeals during this reporting period (July 2008 to June 30, 2009.) GA works collaboratively with employees and the Union in resolving issues and have been effective in providing guidance and training to managers and supervisors on the Collective Bargaining Agreements and civil Service rules.

Data Time Period: 7/1/2008 through 6/30/2009
Source: Department of Personnel

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	2
Total Disciplinary Actions*	2

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- GA had 2 letters of reprimand (non-salary actions).
- GA had 0 dismissals, demotions or suspensions during the reporting period.
- GA had 2 reductions-in-pay. The first one was based on theft. The employee resigned prior to implementation of the discipline. The second reduction was based on attendance and other performance issues.

Analysis:

- GA employees are provided with opportunities to improve their performance and behaviors in an effort to avoid formal discipline.

Action Steps:

- Executive management is committed to being proactive when dealing with HR issues.
- Performance, Results Orientation, and Accountability are three of our leadership competencies.
- HR will provide ongoing training and guidance to supervisors and managers in effective personnel management during program meetings and as the need arises.
- Supervisors are expected to address performance issues in a timely and equitable manner.
- HR will provide guidance to employees regarding how to improve their performance and behaviors as the need arises.

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 87%

*Based on 582 of 625 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- 87% of the permanent and non-exempt employees had current individual development plans. This is an increase from 78% to 87% from the previous year.
- **Action Steps:**
 - DOP's Performance and Development Plan training is required for all supervisors and managers. Attendance is reported at the agency GMAP sessions.
 - GA's performance evaluation tracking system automatically sends monthly messages to supervisors with link to list of their employees and corresponding evaluation due dates.
 - Executive management to hold staff accountable for fully completing all sections of an employee's evaluation by their anniversary date or other annual date set by the program. Incomplete evaluations are returned to the supervisor.
 - During 2009-2010, Executive management is focusing on tools to develop and build leadership capacity; and to train employees to help them quickly assume new roles in the event of retirement and/or layoffs. This is a Tier 1 priority activity for 09-11.
 - In 2010, GA's Performance and Accountability Director, HR Director, and Training Manager to collaborate on aligning and providing appropriate training to employees, supervisors, and managers so they can be successful in their positions and recognized for good performance.

Data as of 6/30/09
Source: Agency tracked data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 87%*

*Based on 582 of 625 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- 87% of GA's employees have current performance evaluations. This represents an increase from 78% last year.
- GA's new evaluation tracking system (ETS) designed to provide evaluation status is successfully improving compliance.

Action Steps:

- HR is giving the evaluation tracking system implemented in January 2009 time to work. The ETS system automatically sends monthly messages to supervisors with a link to a list of their employees and corresponding evaluation due dates.
- Executive management to hold staff accountable for fully completing all sections of an employee evaluation by their anniversary date or other annual date set by the program. Incomplete evaluations are returned to the supervisor.
- DOP's Performance and Development Plan training is required for all supervisors and managers. Attendance is reported at the agency GMAP sessions.
- Executive management to hold staff accountable for fully completing all sections of an employee evaluation by their anniversary date or other annual date set by the program

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

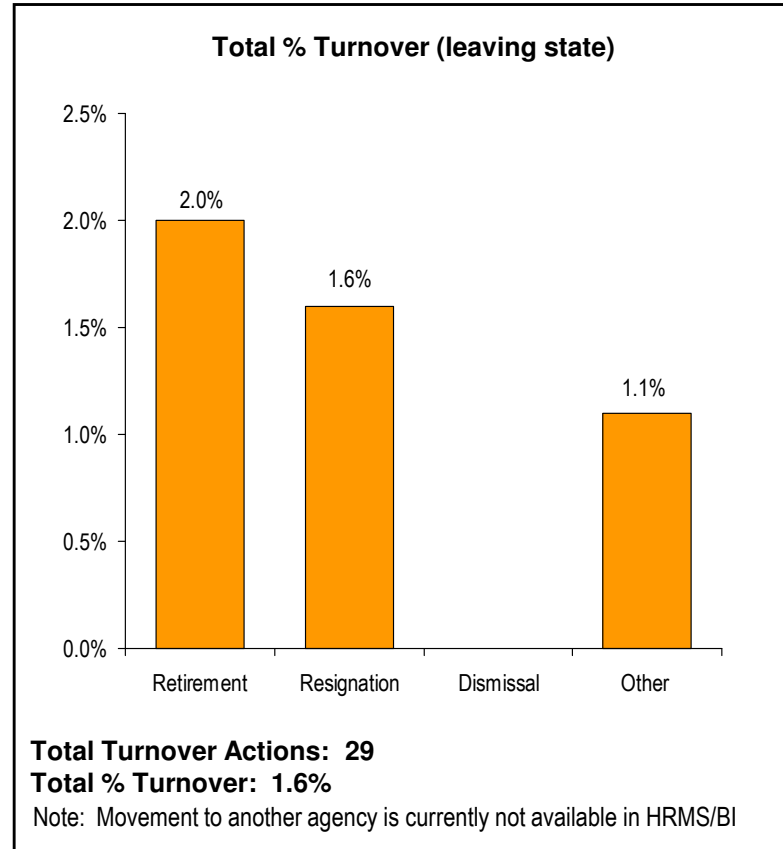
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: High



Analysis:

- Turnover reduced significantly from 10% October 2008 to 1.6% this period. This may be a result of the slower economy and the state hiring freeze.
- “Resignation” includes one (1) resignation prior to discipline taken, and one (1) resignation in lieu of termination.
- Retirement rose from 1.7 to 2.0%.

Action Steps:

- In 2010 GA supervisors are cross training employees in order to reduce the impact of loss of skills and experience associated with employee retirement and /or layoffs.
- During 2009-2010, executive management is focusing on tools to develop and build leadership capacity and to train employees to help them quickly assume new roles in event of retirement and/or layoffs. This is a Tier 1 priority activity for 09-11.
- In 2010, Performance and Accountability Director , HR Director, and Training Manager to collaborate on aligning and providing appropriate training to employees, supervisors, and managers so they can be successful in their positions and recognized for good performance.
- Exit interview information is reviewed and monitored by HR as employees leave GA so that GA can make appropriate changes as issues and challenges arise.

Data Time Period: 7/1/2008 through 6/30/2009
 Source: HRMS BI

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

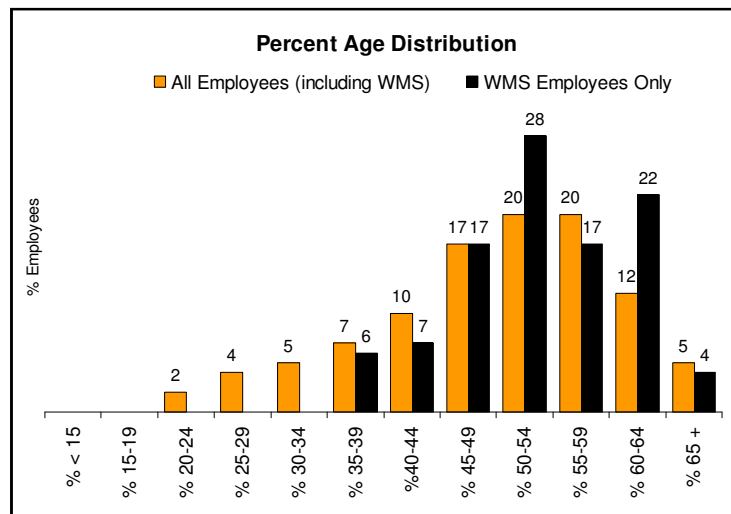
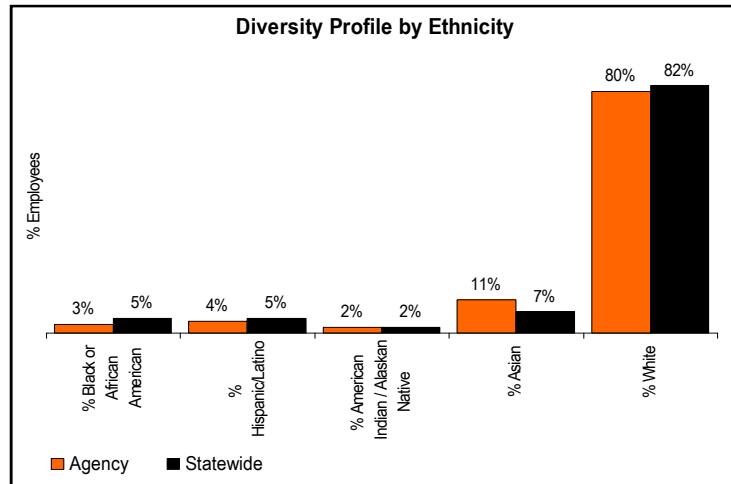
Retention measure (TBD)

Workforce Diversity Profile

Department of General Administration

Agency Priority: High

	Agency	State
Female	37%	53%
Persons w/Disabilities	6%	4%
Vietnam Era Veterans	8%	6%
Veterans w/Disabilities	1%	2%
People of color	20%	18%
Persons over 40	83%	74%



Analysis:

- GA is committed to maintaining a diverse workforce.
- Diversity in GA is higher than the state's average in the following : Persons w/Disabilities; Vietnam Era Veterans; People of color; and Persons over 40. GA is lower than the statewide average in Females and Veterans w/Disabilities.

Action Steps:

- Director Bremer received a letter approving GA's Affirmative Action (AA) Plan Update on July 9, 2009.
- GA's AA Plan is reviewed prior to establishing any recruitment activities.
- HR designated recruiter will work with managers to increase outreach and ensure a wider distribution of bulletins in places that would attract diverse candidates, especially in the groups under utilized.

Data as of 6/30/2009
Source: HRMS BI

Employee Survey Ratings

Agency Priority: High

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.82	3.88
2) I receive the information I need to do my job effectively.	3.98	4.04
3) I know how my work contributes to the goals of my agency.	4.20	4.25
4) I know what is expected of me at work.	4.35	4.48
5) I have opportunities at work to learn and grow.	3.68	3.86
6) I have the tools and resources I need to do my job effectively.	4.05	4.05
7) My supervisor treats me with dignity and respect.	4.37	4.49
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.88	4.03
9) I receive recognition for a job well done.	3.50	3.67
10) My performance evaluation provides me with meaningful information about my performance.	3.53	3.75
11) My supervisor holds me and my co-workers accountable for performance.	4.25	4.38
12) I know how my agency measures its success.	3.22	3.50
13) My agency consistently demonstrates support for a diverse workforce.	n/a	4.02

Overall average: 3.90 4.03

Number of survey responses: 396 336

Data as of November 2007

Source: Statewide Employee Survey

Analysis:

- GA's survey data reveals a positive increase in all twelve (12) of the thirteen (13) questions. The survey results for the remaining question stayed the same.
- Although fewer GA employees responded to the survey in 2007 than 2006, the overall average of their responses increased.
- The three (3) highest increases were:
 - 5) I have opportunities at work to learn and grow (From 3.68 to 3.86).
 - 10) My performance evaluation provides me with meaningful information about my performance (From 3.53 to 3.75).
 - 12) I know how my agency measures its success (From 3.22 to 3.50).

Action Steps:

The 2009 Employee Survey is currently being conducted by DOP. Survey period will run from September- October 2009. New data will be reviewed by GA's management team and compared with previous data. Comparison results will be available for the next reporting cycle.